



County of Los Angeles  
Sheriff's Department Headquarters  
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Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

September 10, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, from August 1, 2010, through August 15, 2010, totaled \$3.7 million. Seventy-five percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$935,000.

On March 1, 2010, the Department began taking dramatic steps to reduce \$128 million from our budget within a 16-month time frame. While these efforts resulted in several operational impacts, which we reported to your Board in our bi-weekly reports, the Department was able to save \$25 million in the past 24 weeks, by drastically reducing overtime, curtailing jail beds, and re-prioritizing operations while mitigating the effect of these impacts on public safety. Every effort was made to ensure that the members of our communities were unable to distinguish any change in the service level the Department provided. Through the collaborative efforts of our Community Oriented Policing (COPS) and Gang Enforcement Teams (GET), Operation Safe Streets (OSS) investigators, and local resources from targeted Field Operations Regions (FOR), the occurrence of gang crime and homicides remained at the lowest levels the County has seen in decades, in spite of the current economic conditions and operational curtailments.

Despite the success of our efforts so far, it is clear that our current course of action does not go far enough to ensure that we meet our budgetary commitments within the mandated time frame. As a result, we have analyzed our current practices and made

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some difficult decisions regarding our future priorities. One method the Department is employing to reduce overtime usage is the use of Cadre of Administrative Reserve Personnel (CARP). CARP is comprised of sworn personnel who are regularly assigned to complete administrative tasks, conduct investigations, facilitate community relations efforts, provide training to Department personnel, and complete other non-line functions. For the past five months, personnel assigned to CARP have stepped away from their regular duties approximately twice per month to fill vacant line positions in patrol, custody, and the courts.

To increase our overtime savings and bring us closer to our curtailment goals, the use of CARP has been expanded to include all sworn personnel who are not assigned to a line position requiring 24-hour staffing or other mandatory 40-hour post, such as Court Services bailiff. This expansion will include members of the patrol support teams including the Crime Impact Team (CIT), COPS, and GET, as well as specialized investigative units such as Special Victims Bureau (SVB) and OSS. The CARP obligation has also been increased, requiring that each member of CARP work in their regular assignment 32-hours per week, and fill in at vacant line positions for the remaining 8 hours.

The increased efforts of CARP will save overtime by providing personnel to fill mandatory posts, but decreases the efficiency of the Department's support and investigative units. It is expected that backlogs of open investigations will dramatically increase, the number of directed patrols will decrease, and many of the Department's compliance levels for risk management and human resources functions, such as completion levels for mandated training, will continue to fall.

It should also be noted that some of these specialized units had, in the past, regularly used overtime to augment their normal work hours to facilitate the continuity of investigations or to respond to unexpected incidents after hours. The unavailability of overtime, coupled with the CARP requirement, has resulted in a decrease in the service levels provided by some units by more than 20 percent. For example, during the first 6 months of Fiscal Year (FY) 2009-10, sworn members of the COPS Bureau worked an average of 4.5 hours of overtime per week. The mandate to curtail overtime and fulfill CARP requirements equates to the reduction of COPS services from 44.5 to 32-hours per week, a 28 percent reduction in services.

Specific impacts which occurred since the last reporting period include:

- Detective Division reports that the current budget curtailments have affected the efficiency of their investigative units. During FY 2009-10, SVB was provided with one-time funding to decrease case backlogs. SVB had reduced its number of open cases to 680 by the end of February 2010. This funding was not renewed in FY 2010-11, and as a result, approximately 200 hours per week of investigative time previously funded by these monies were lost. Additionally, in August 2010, SVB lost 406 investigative hours due to CARP obligations. As a



result, the number of open cases at SVB had risen to 952 by August 31, 2010, an increase of 40 percent.

- All Field Operations Regions also report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 10,400 by August 31, 2010, an increase of 72 percent.
- Custody Division reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody closed 3,707 jail beds, from June 2009 to July 2010, which resulted in a reduction in the percentage of time served from 80 to 35 percent.
- Leadership and Training reports a 50 percent reduction in attendance for Continuing Professional Training (CPT) classes, which are mandated by the California Commission on Peace Officer Standards and Training (POST). The average class size for training last year was 20 students per session. Since March 2010, the average class size has been 10 students. In addition to the reduction in attendance for the classes held, 10 classes were cancelled outright due to a lack of available students. The cancelled classes included topics such as Traffic Accident Investigation, Drug and Alcohol Recognition, and Vehicle Theft. At the current rate of instruction, the Department will be significantly out of compliance with POST mandates by the end of FY 2010-11.
- Aero Bureau reports that in August 2010, 215 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were not responded to include: 38 robbery calls, 55 burglary calls, 8 requests for assistance or back-up by deputies, 9 reports of a man with a gun, 21 calls related to stolen vehicles, 14 assaults with a deadly weapon, 9 disturbances, 13 shots fired calls, 17 calls regarding prowlers or suspicious persons, 8 reports of domestic violence, 4 missing persons, 2 reports of vandalism, 2 reports of persons screaming, 1 report of battery, 2 reports of grand theft, 4 pursuits, 1 attempted kidnapping, 2 hit and runs, 3 requests to check areas not visible from the ground, and 2 trespassing calls.
- Scientific Services Bureau (SSB) reports an increased backlog in fingerprint analysis. In January 2010, SSB reported 413 cases where latent fingerprints were awaiting entry into the Automated Fingerprint Index System (AFIS). As of July 31, 2010, the backlog of cases awaiting entry into AFIS increased to 697. Once the AFIS computer analysis is completed and a possible match is identified, the results must be compared by an analyst. The number of cases



awaiting assignment to an analyst had more than doubled since January 2010, from 52 (36 of which were homicides) to 114 (70 of which were homicides). Cases that had been assigned to an analyst for comparison and were in progress, increased from 51 to 62 cases.

- SSB also reports an increased backlog of narcotics cases awaiting analysis. The average backlog last year was 256 cases. In general, the amount of narcotics submitted per week to the Department's narcotics laboratories exceeds the amount which the laboratory staff can process. In the past, approximately 40 hours of overtime were used per week to keep the backlog under control. As the Department's budget situation worsened, the practice of using overtime to maintain the backlog was discontinued. As a result, the current backlog of cases awaiting analysis is 766.

The Department continues to experience increases in the amount of time required for deputies to respond to calls for service. Although some fluctuations in response times are to be expected based upon the conditions in effect at the time a call is received, the Department's overall response time to calls for service consistently remains higher than it was prior to our undertaking overtime reduction efforts.

- The average response time to an emergency call for service in calendar year 2009 was 4.9 minutes. During this reporting period, that time increased by 20 percent, to 5.9 minutes.
- The overall response time to priority calls increased by 10 percent, from 9.5 minutes in 2009, to 10.4 minutes in August 2010.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 44.9, an increase of 13 percent.

Public safety remains the Department's top priority. We are continually analyzing our response to the current financial crisis and implementing innovative approaches to combat the associated budgetary shortfalls. Every effort is being made to meet our financial obligations while mitigating the impact of the budget cuts on our communities. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA  
SHERIFF